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DCI Decisions / Guidance  
from his  
Planning Conference, 19-21 May 1972

A. Saturday, A. M.

1. Introduction

DCI said that it is desirable to see what the budget is doing to us, particularly since more of the money goes for pay and less for operations.

2. Intelligence Community and CIA

- IC Staff text for Congressional budget presentation should circulate to the DD's for suggestions for improvements.
- Mr. Tweedy was asked to reconnoiter timing for contact between DCI and Mr. Weinberger, the new OMB Director.
- Concerning interaction between IC Staff and Agency personnel, "let's do it the simple way" [i. e., keep the fuss, bureaucratic channels and protectionism to a minimum.]
- DCI said he wants the Deputies to help on the Community front. Would particularly appreciate help in its work to improve the overall intelligence product through studies, etc.

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3. FY74 Program Analysis

- Contract Personnel Ceiling: Do not want this to become an issue with OMB; avoid confusing/contaminating the staff personnel picture. Use ingenuity in-house to meet new needs and retain flexibility.
- Productivity: General agreement that Directorate evaluation initiatives should be shared. DCI said product assessment is a responsibility of management; more attention needs to go to it. It particularly involves motivation and productivity. Deputies should examine carefully how well evaluation is actually proceeding. Are we as focused on post-mortems and assessments of effectiveness as we claim? The Deputies were told to discuss this in detail at a Deputies' meeting.

Mr. Huizenga was told to look at the National

Estimates done five years ago to see how they came out.

- Construction: A general overall look at construction resource implications should be undertaken; however,

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when DCI asked ExDir not acquire any more buildings, he meant it. His sense of Congress is that an EOI processing building is all they would approve. He asked Messrs. Duckett and Proctor to scrub down again the equities of tying a new NPIC building to EOI, particularly to funding it

[REDACTED] y.

25X1A [REDACTED] Not going to give it up until/unless really pushed to the wall. One is seldom/never

25X1A thanked for doing so. Why not move [REDACTED]

25X1A

[REDACTED] Let's have honest look at all the facts; have noted that there is always something immutable about anything involving communications. Real concern is making full use [REDACTED]

25X1A

- OMB Relations: When we get a cut, leave us the flexibility to decide where. Take real world stance with OMB. Be honest but not naive; do not want confidential in-house discussions on resources/alternatives going back to them. Stick to the script in hearings. Nobody goes through the side door to say we really can do something that we have said we can't.

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• Dollar Level: Program submissions will be scrubbed for validity but no level set or proscriptions against increase in request. Assume some cuts will be imposed on whatever we request.

• Staff Ceiling: Assume OMB will recommend a cut. Do not want to go to Congress asking for more people in toto. Do want to ask OMB for the new analyst slots requested in DDI and DDS&T.

DCI told Mr. Tweedy that it was time to look at the Under Secretary's exercise re overseas personnel and the new State authorization bill proposing a further 10% cut overseas. He said he thought that this was a problem for OMB.

DCI told Mr. Karamessines to look at the overseas size we really want, asking if we need staffers in every Capitol, all over Africa, etc. It is necessary to consider what the CS is all about;

25X1A

• Reprogramming/Project Approval Changes: General agreement with philosophy proposed by ExDir.

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B. Saturday, P.M.

4. R&D Directions

- DCI applauded the efforts reflected by the R&D Board and its ad hoc working groups.
- He said there is no more difficult decision each year than the amount to spend on R&D. He does not want to cut too far.
- Re ExDir suggestion that 1-2 more [redacted] be obtained, DCI was inclined to get "a couple more." 25X1A

5. CIA and Disclosure

- Recounting D/OTR contact with students at Princeton's Woodrow Wilson School, the DCI said he'd like more of this done. He asked if we had the speakers; said he'd like to consider more thoughtful younger people in the circuit. We should decide who the right man is to ride herd on this and get on with it.
- Declassification: DCI said there is no question that the President wants more declassification, while protecting that which truly needs protection. We must be sensible about/but be prepared to release it some material.

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- Congress: The Director said that he does not intend to provide an unclassified line item budget figure unless/until forced to. Let's not offer up anything; let's be driven on these pressures.
- Press: Continue to play as we have.
- Leaks: Believe few leaks in the Intelligence Community--rather from senior user levels. He solicited suggestions but doubted the problem was soluble in that context.
- Unclassified CIA publication with Agency seal: After considerable discussion, DCI said he understood the issue better but wanted to think about it.
- Implementation of new Executive Order on Declassification: DCI said that we obviously have a major problem. He acceded to DDS suggestion that the Inter-Agency Group address the release, which had only been out for two days, before taking any other action.
- OSS Material: DCI does not want to declassify the OSS files, except to release to the National Archives. He is prepared to yield "about one millimeter" to possible reconsideration in the context of a current ExDir look at the whole records, archives and history picture.

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C. Sunday, A. M.

6. Personnel

- Leadership Development: General acceptance of the desirability of doing something within the framework of the philosophy expressed by the backup paper.
- Supergrades and PRA: General conclusion that action and counseling on the problems related in the backup papers is a line management function.
- Young Professionals and the Technical Assignment Problem: No rigid patterns or single approach. DCI does want a way found for bright young people to move from technical positions in offices like CRS, ISD, NPIC.
- Mobility and Rotation: DCI agreed that real life world in Agency does not allow much mobility between Directorates, but said we must do what we can and inform employees realistically. This includes increased advertising of Office of Personnel placement service and followup on some of the specifics in the backup briefing sheet on the subject. Also the Director wants the Agency to remain sufficiently flexible to handle the able-but-eccentric types.

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- Vacancy Notices: DCI stated that these should be utilized and made known to the extent possible.
- Fitness Reports: DCI directed DDS to make a detailed examination again of the Fitness Report including pros and cons of the arguments that they must be shown to the employee.
- Training: There was general acceptance of the concept of a Board of Governors to review periodically the training offered. Also, there was general acceptance, with refinements, of the overall training scheme suggested.
- Equal Opportunity: The DCI reflected agreement with the concept of an affirmative program to search via recruitment for, and identify within, qualified minority group members. In response to suggestion that the Agency EEO must take cognizance of CIA's receptivity to minority groups beyond blacks and women, the DCI directed that the record so show.

7. Summary

After commenting favorably on the session, the Director, in the context of coming down to the wire in an election year, charged

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all assembled with being particularly sensitive to what we say,  
distribute and do around town.

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